

Large-Scale Scrum Ari Tikka Ketterä keskiviikko, ma 11.12.2017



GOSE



Ran Nyman

Wolfgang Steffens

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Gosei



Ari Tikka



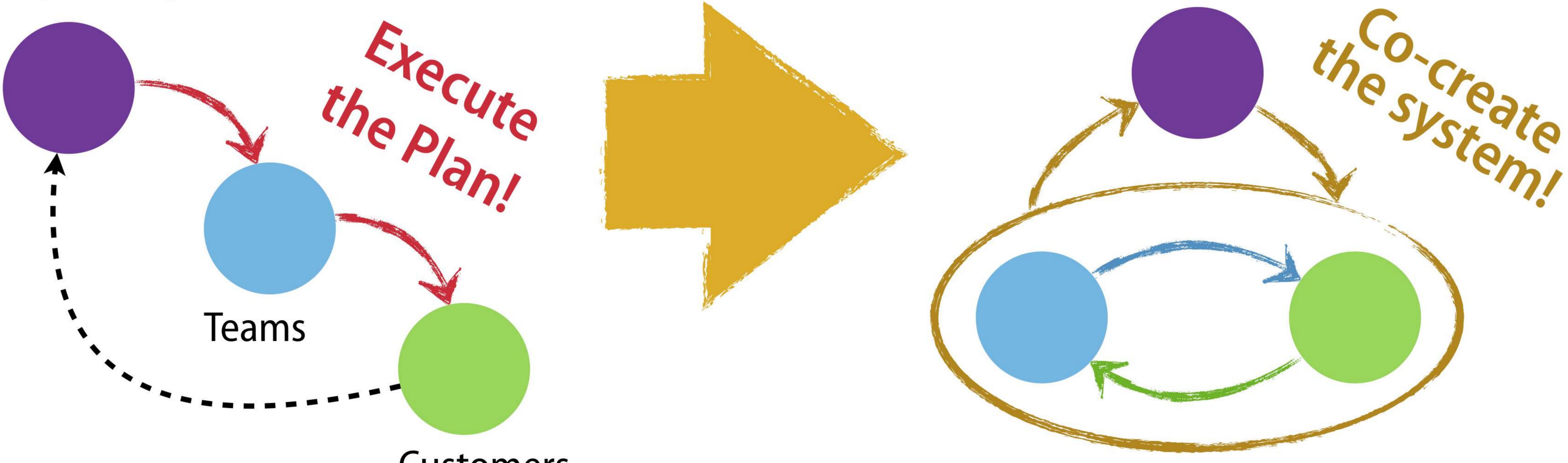
- 20 + years in software business
- Large Agile Adoptions \bigcirc
- Leadership \bigcirc
- Organizational learning
- Telecom, Medical, Game, Heavy metal, \bigcirc Financial, Sales&Marketing and Public sectors
- LeSS coaching company \bigcirc
- <u>www.gosei.fi</u>





Tayloristic Coordinated organization

Top management



Customers

Agile Learning organization

Nowadays "mainstream" Unique ingenuity: • Enables teamwork

"Small-Scale" Scrum

- Ikujiro Nonaka 1984: "New new product development game"
- Ken Schwaber et al. 20 years ago

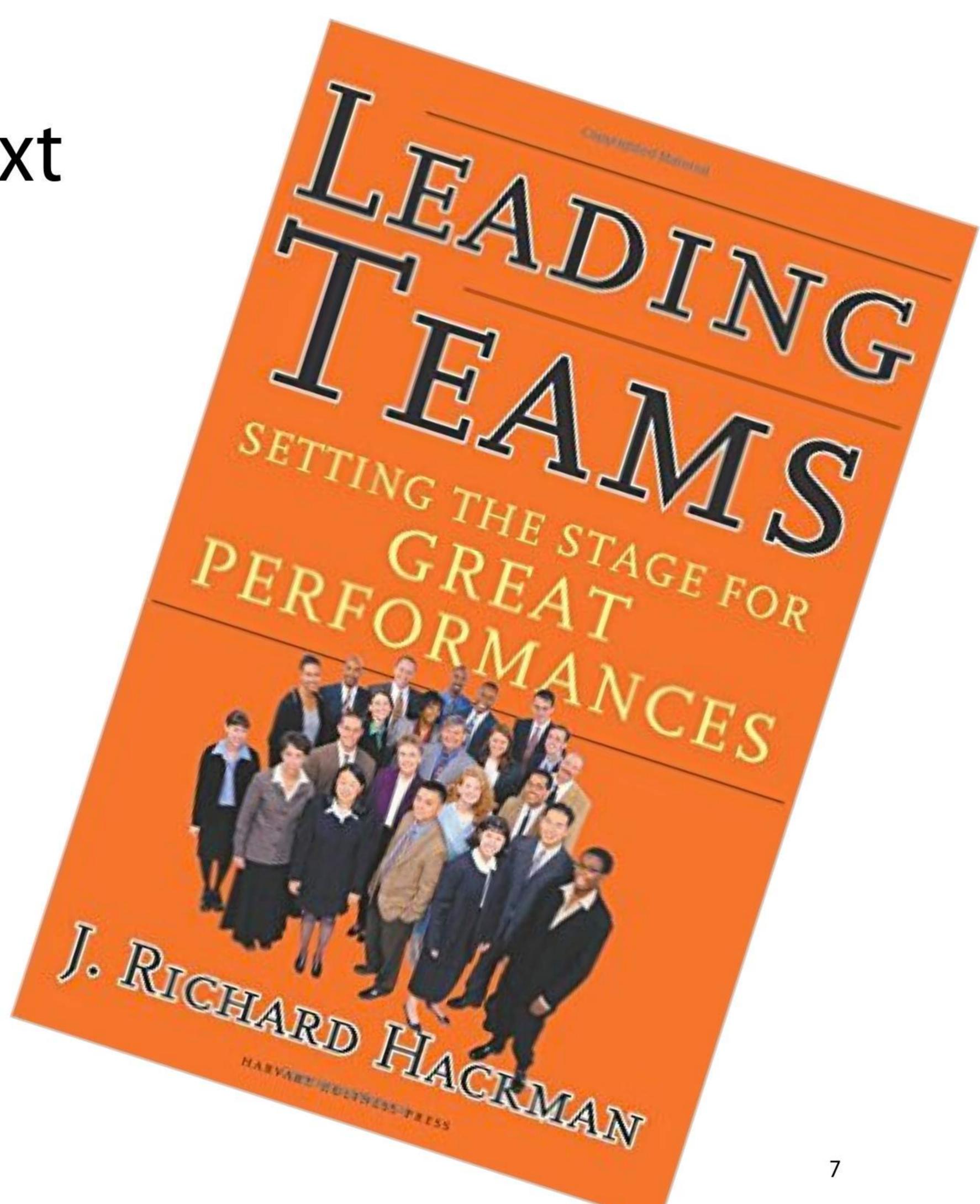
 - Reduce complexity by iterations (Market Control and Clan control)

Robust dialogue between business and development teamwork



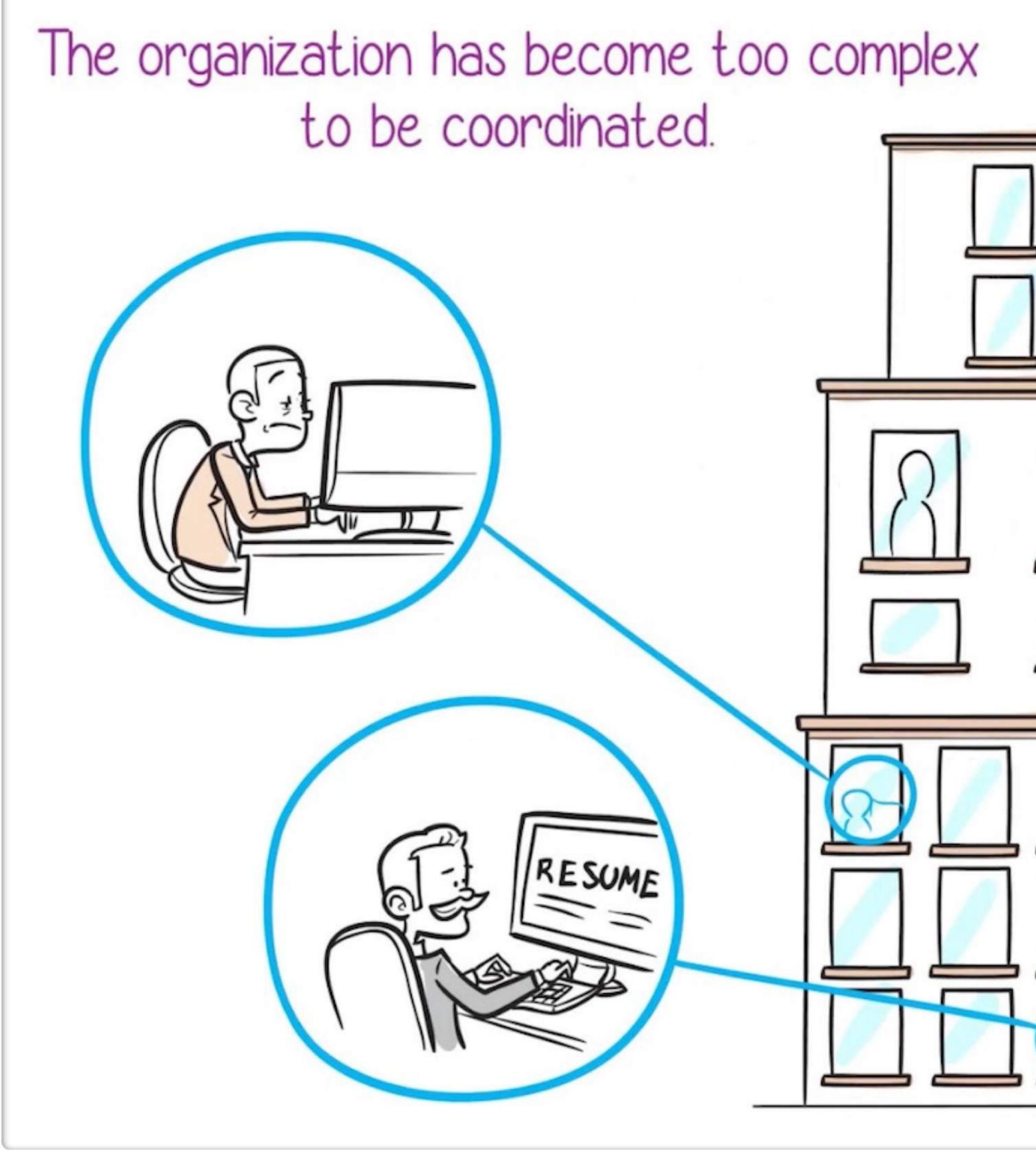
Teamwork pressure kettle Supportive context A real team • Authorized, Competent • Rewarding Compelling direction Right coaching • Challenging, Clear, Effort Consequential Enabling structure Complete tasks

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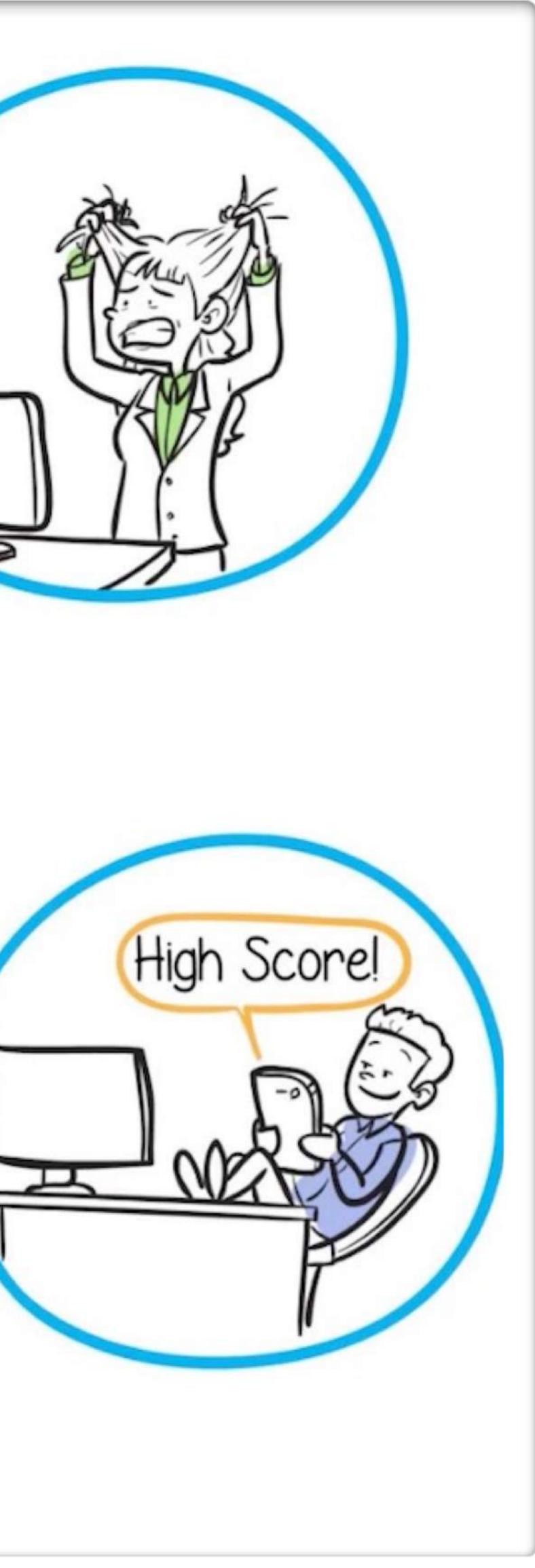






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Bureaucracy





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William G. Ouchi

- Identified management control mechanisms
- Inventor of motivation Theory Z Addition to well know Theory X and Y
- Influenced by Japanese management style



Market system

Bureaucratic system

Clan system

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Observed Control Systems in Organizations by William G. Ouchi

Measure Input (\in) and Output (\in). Contractual between parties. Exact contract!

Written rules and processes. E.g. Employment agreement and supervision.

Informal value based rules that allow innovation and collaboration. For unique, interdependent or ambiguous task, this is only possibility. E.g. SW Development.

Reward power

Three Layers in large Organizations **Economical reality** Business (top) management Market control

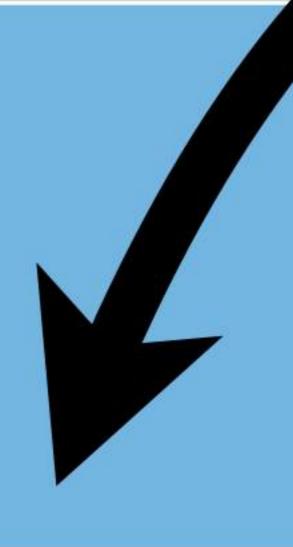
Middle management Bureaucratic control

Internal reality

Front-end workers Clan control



Analyze Coordinate Intermediate Execute





Dependent power ->Politics



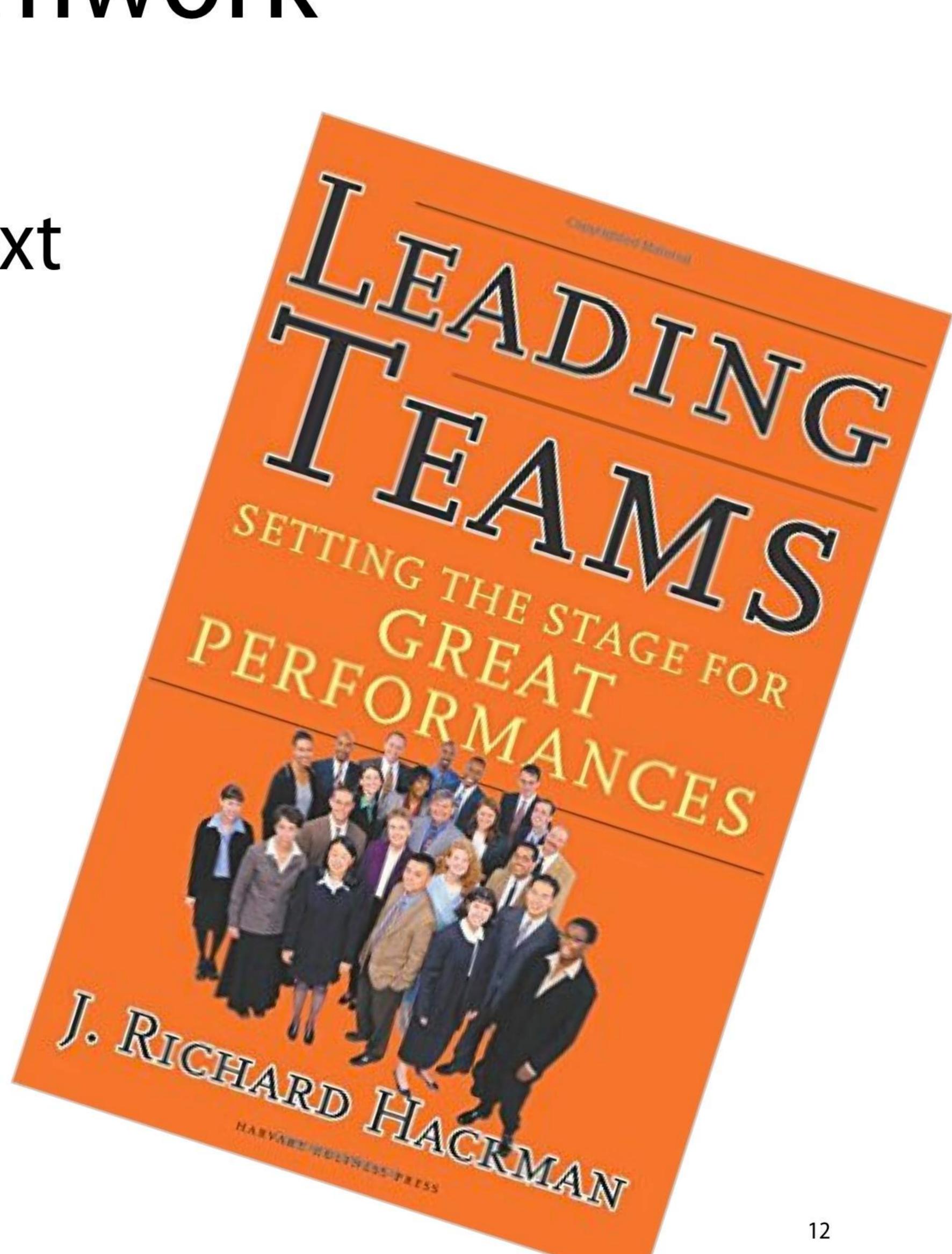
Expert power

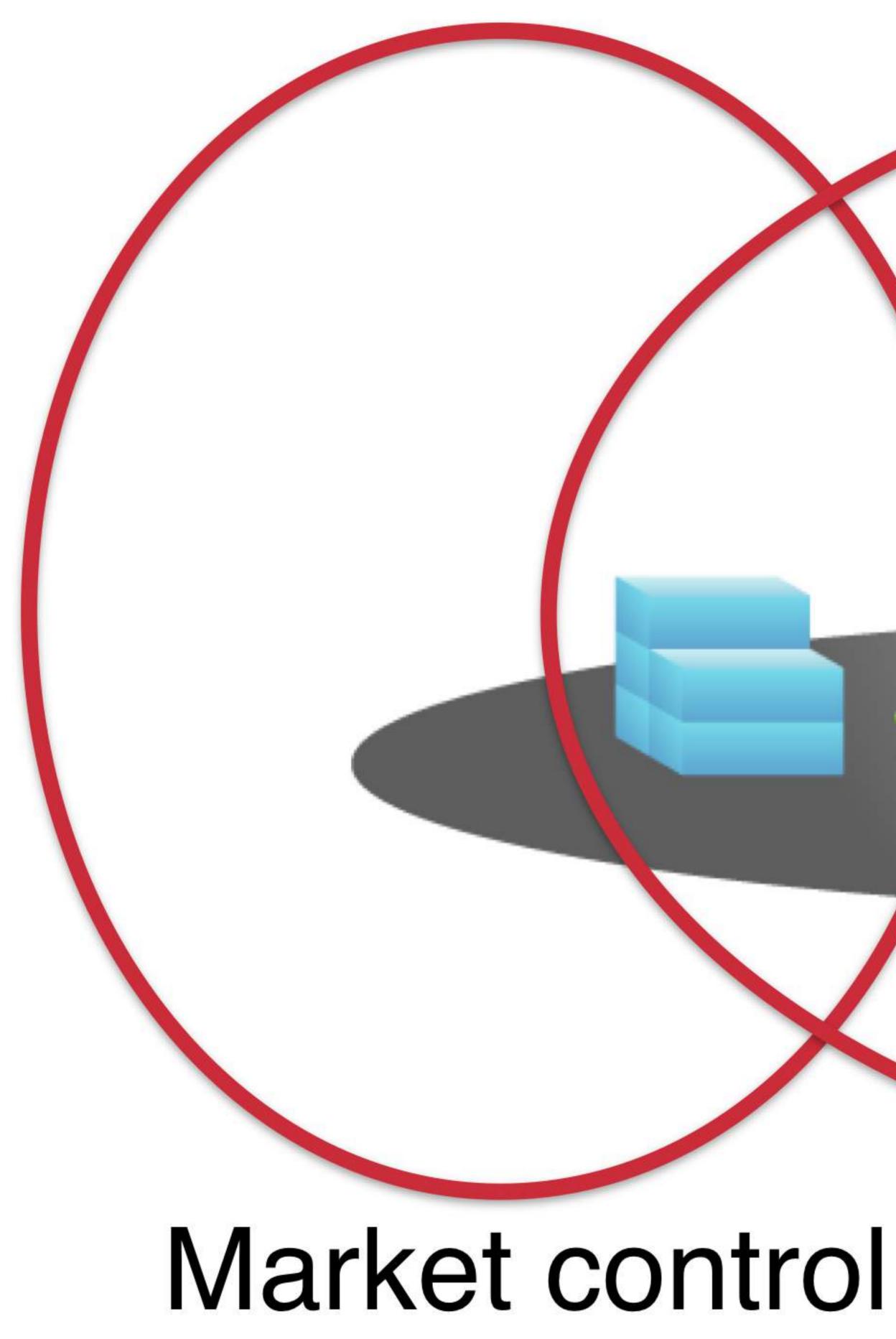
A real team • Authorized, Competent Compelling direction Challenging, Clear, Consequential Enabling structure **Complete tasks**

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Bureaucracy kills Teamwork

Supportive context • Rewarding Right coaching Effort





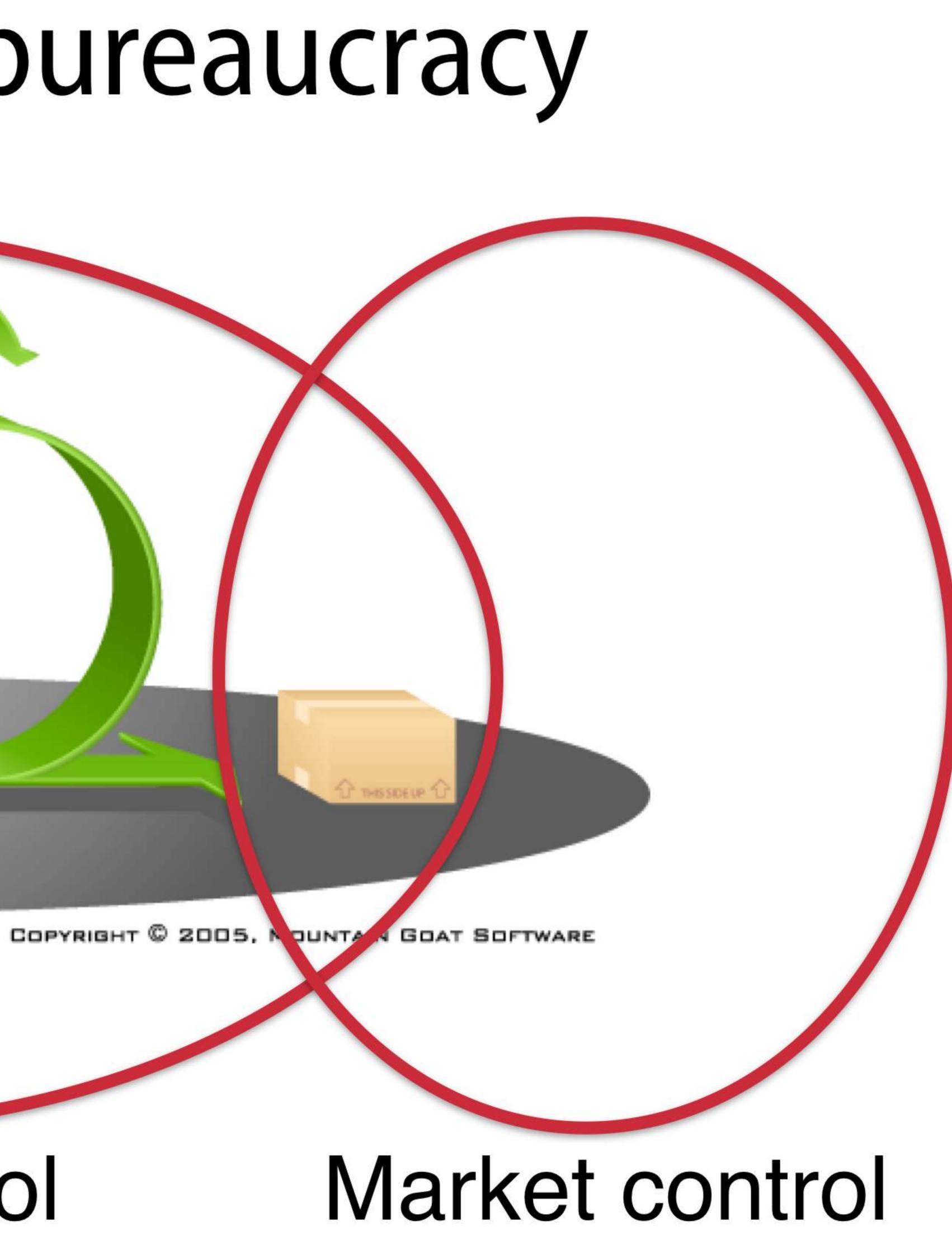
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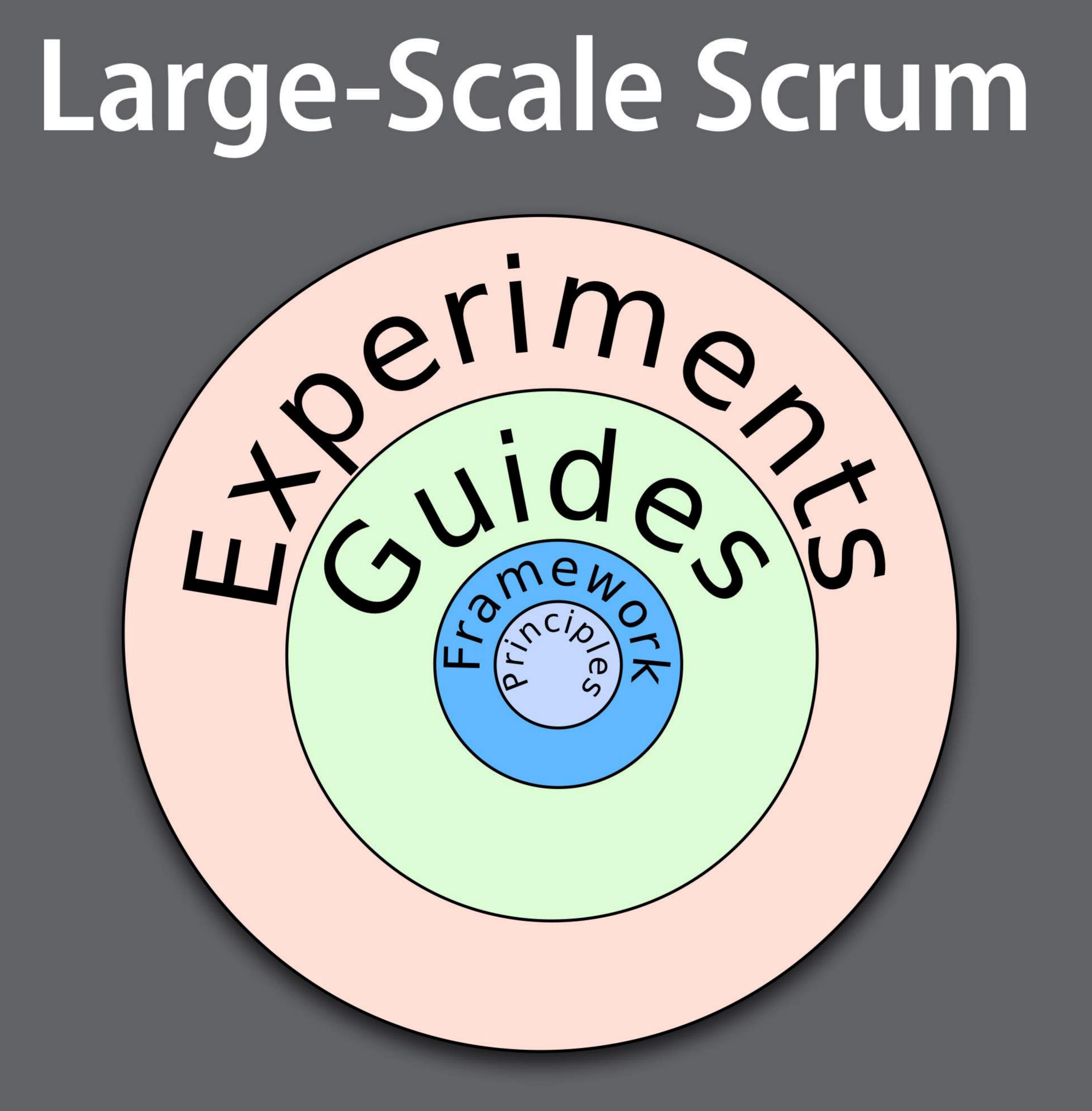
Scrum minimizes bureaucracy

Clan control





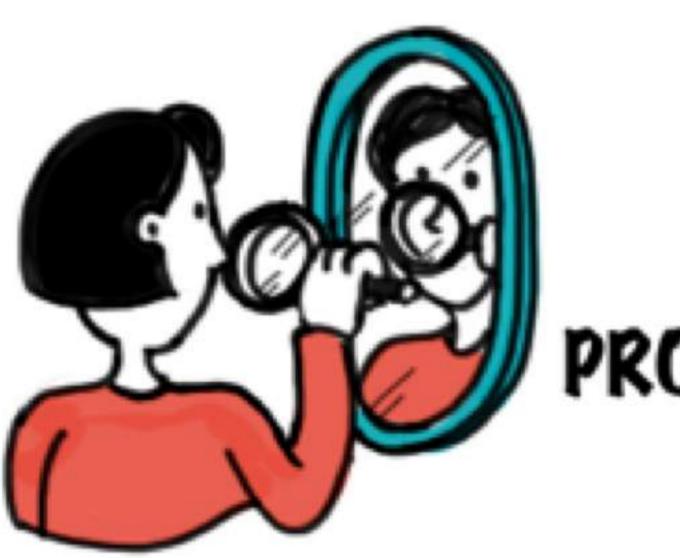








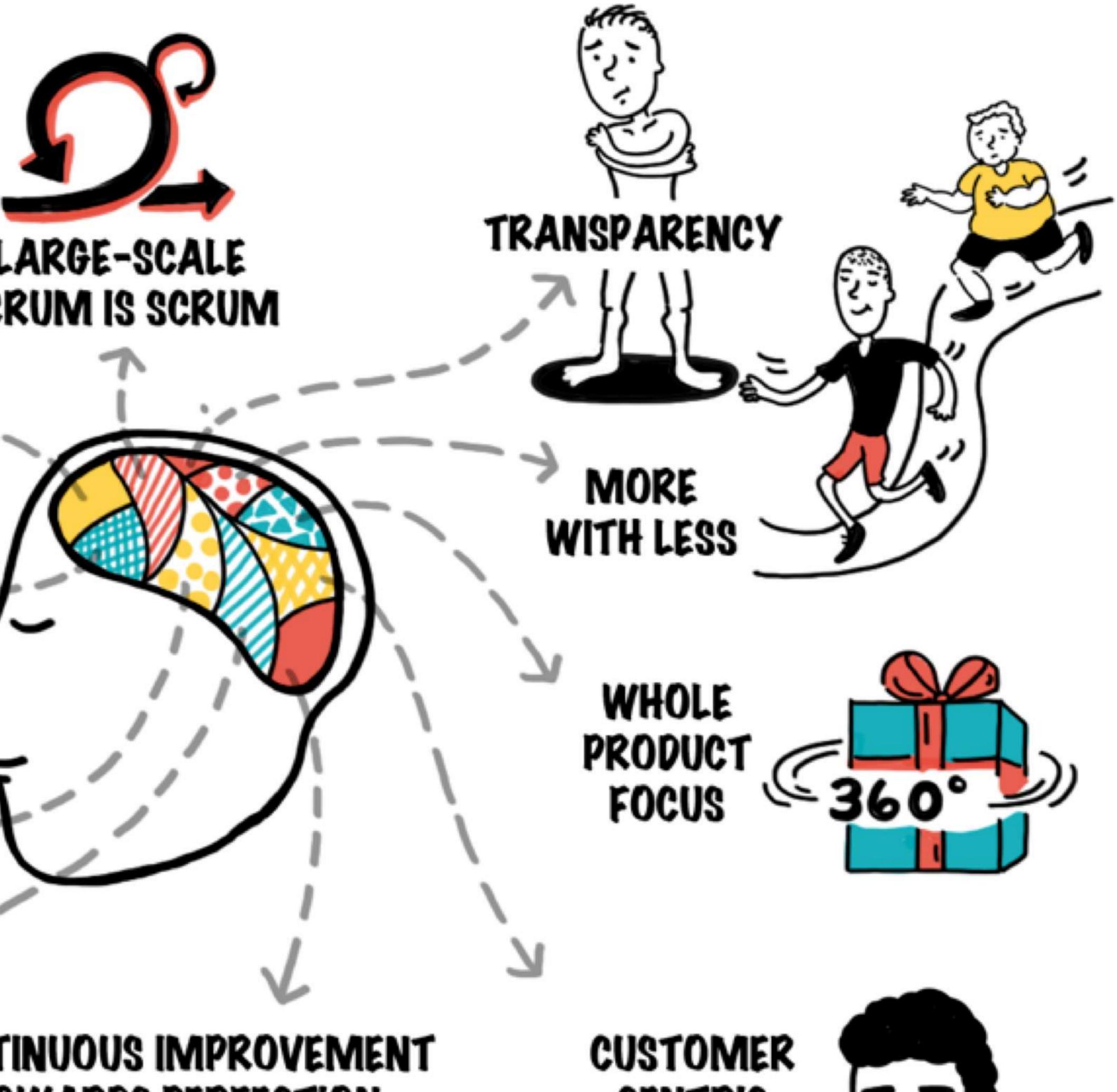
QUEUEING THEORY

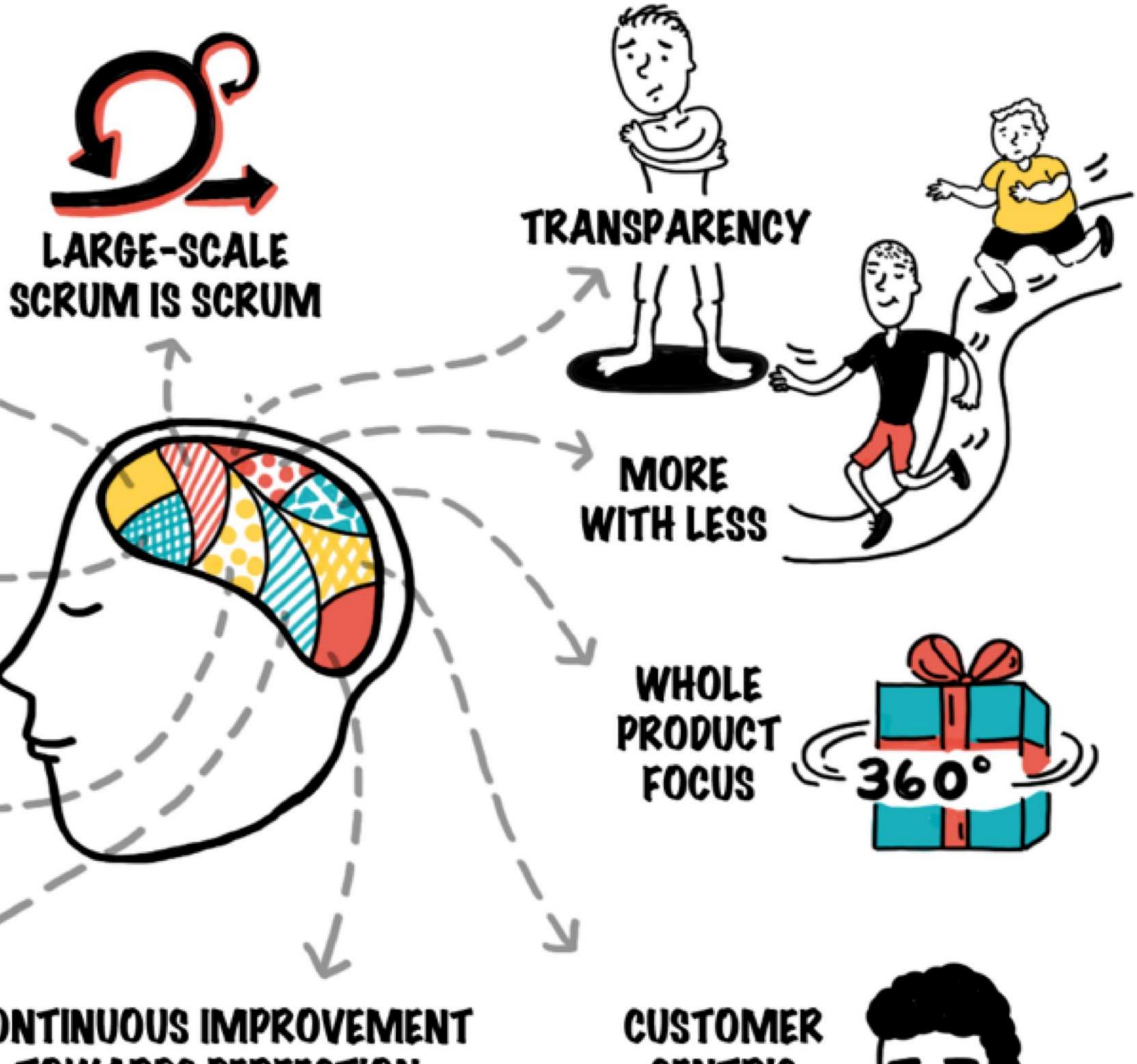






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EMPIRICAL **PROCESS CONTROL**

CONTINUOUS IMPROVEMENT TOWARDS PERFECTION

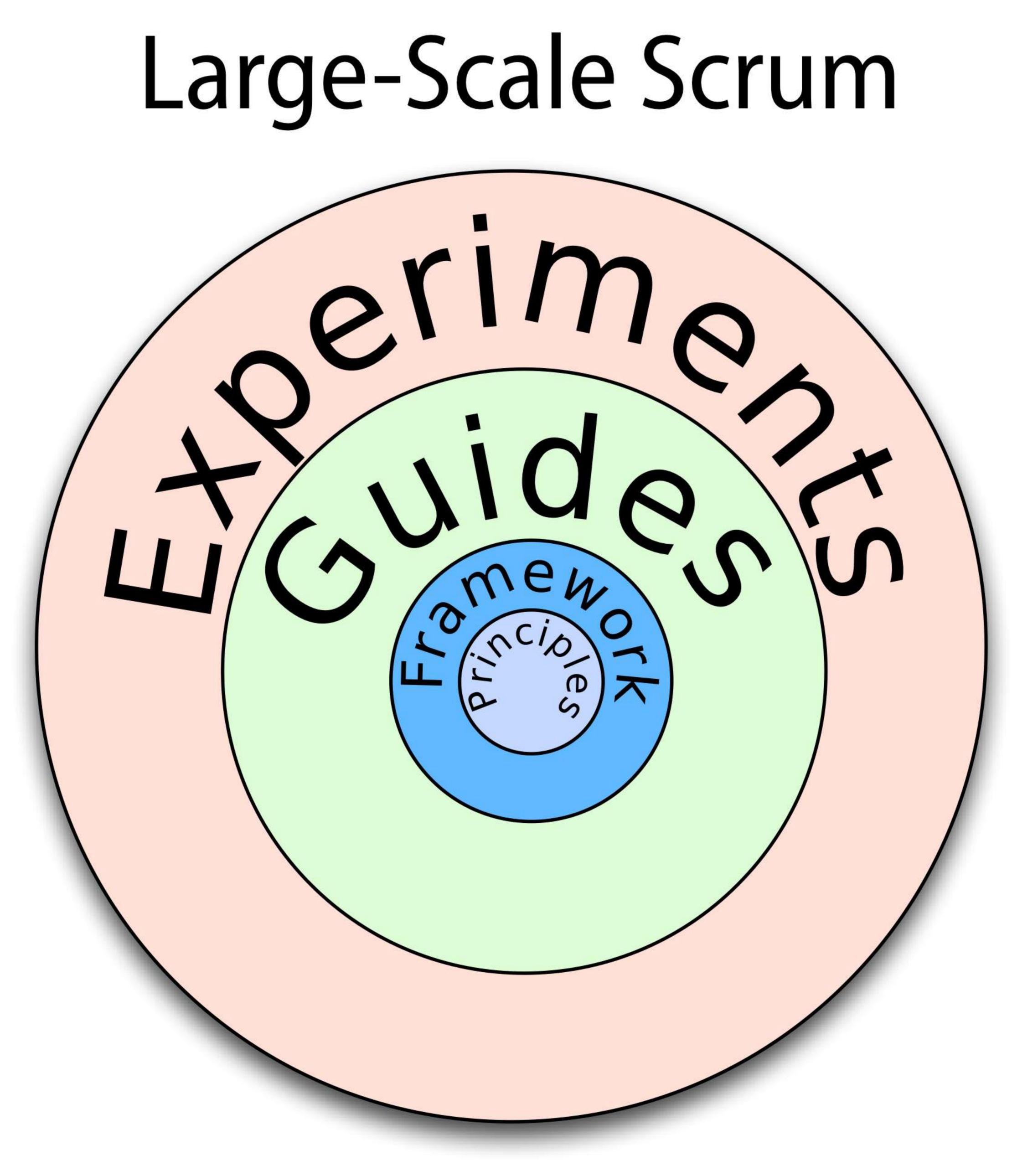


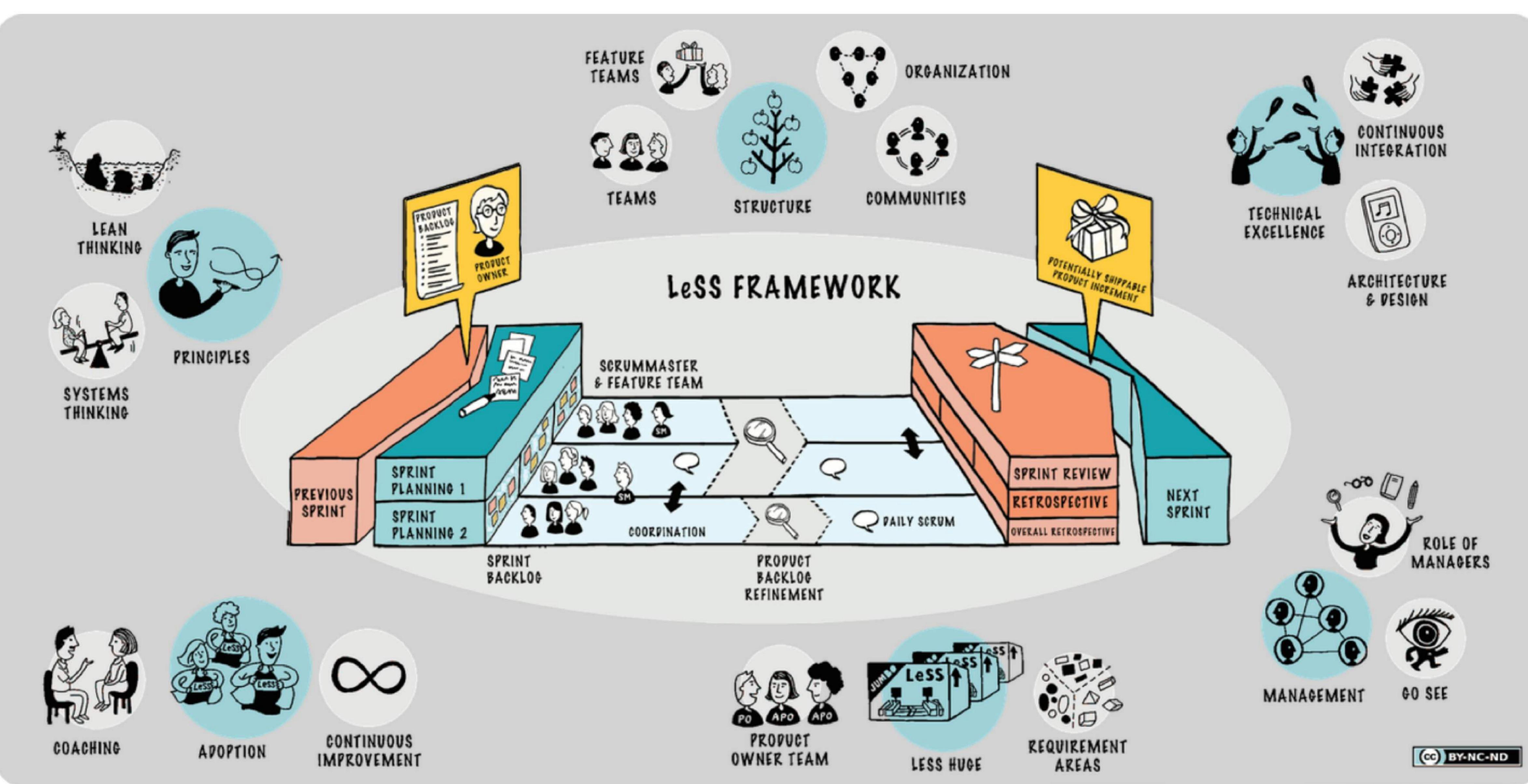


CENTRIC

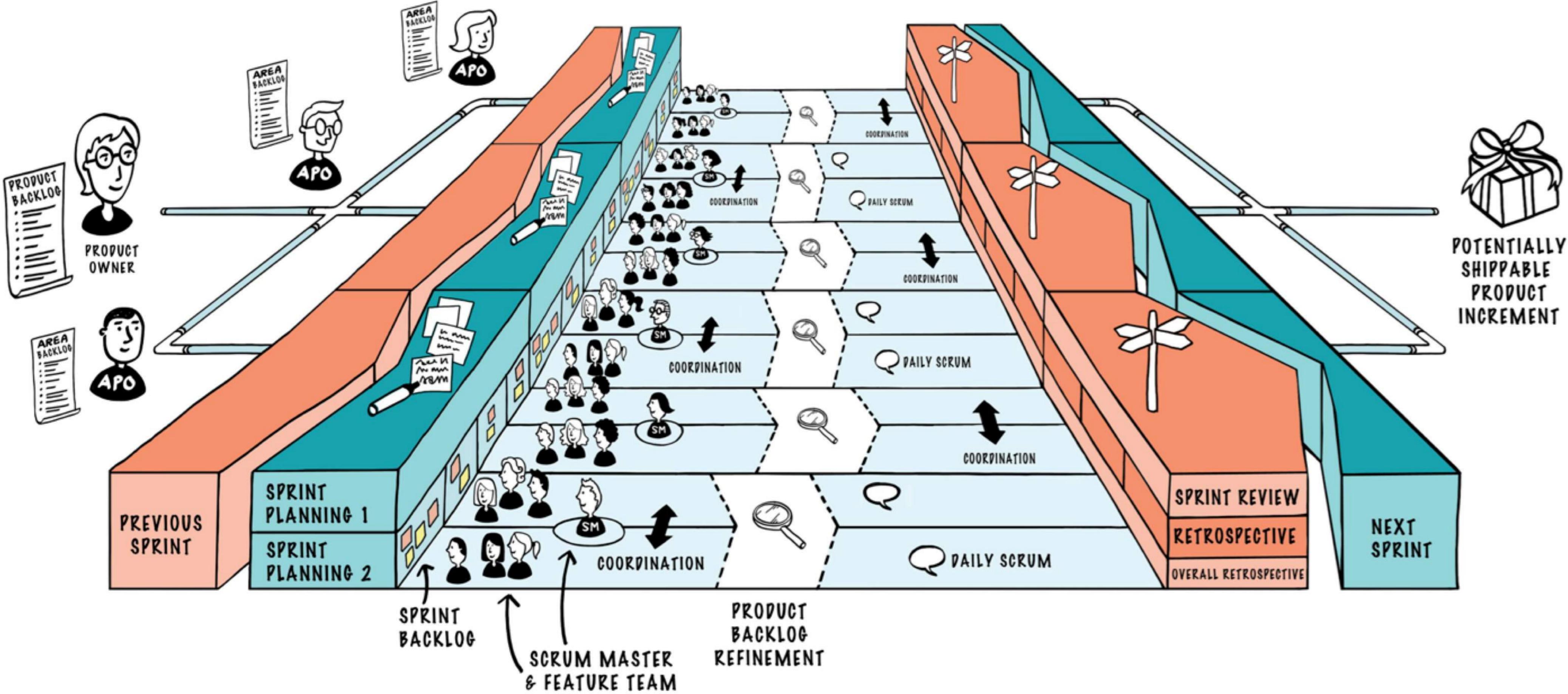


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Adoption



Larman's Laws of Organizational Behavior

1. Organizations are implicitly optimized to avoid changing the status quo: o manager and "specialist" positions o power structures.

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Nooooooo! It will break!

Larman's Laws of Organizational Behavior

- 4. Culture follows structure.
 - Or, Culture/behavior/mindset follows system & organizational design. • i.e., If you want to really change culture, you have to start with changing
- structure, because culture does not really change otherwise.
 - O John Seddon:
 - "Attempting to change an organization's culture is a folly, it always fails.
 - behavior changes."

Peoples' behavior (the culture) is a product of the system; when you change the system peoples'

Narrow learning Manage Problems **Batch and** Fragmented Queue Organization

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Everyday experience

"Pressure. Must. Should." "No time for real change." "Power and wisdom are always elsewhere."

Batch and Queue

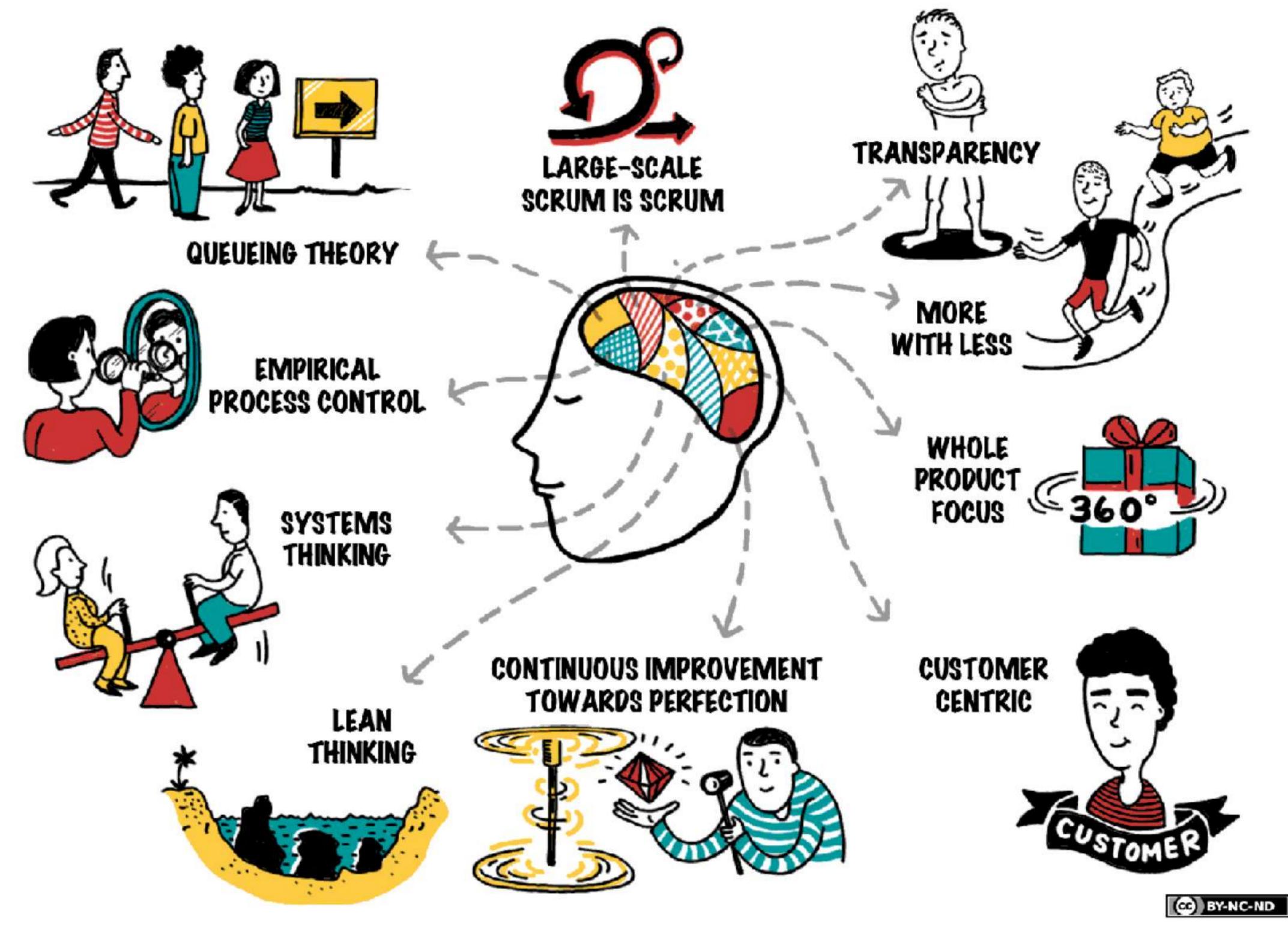
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Adoption path 1. Change thinking

Narrow learning

Manage Problems

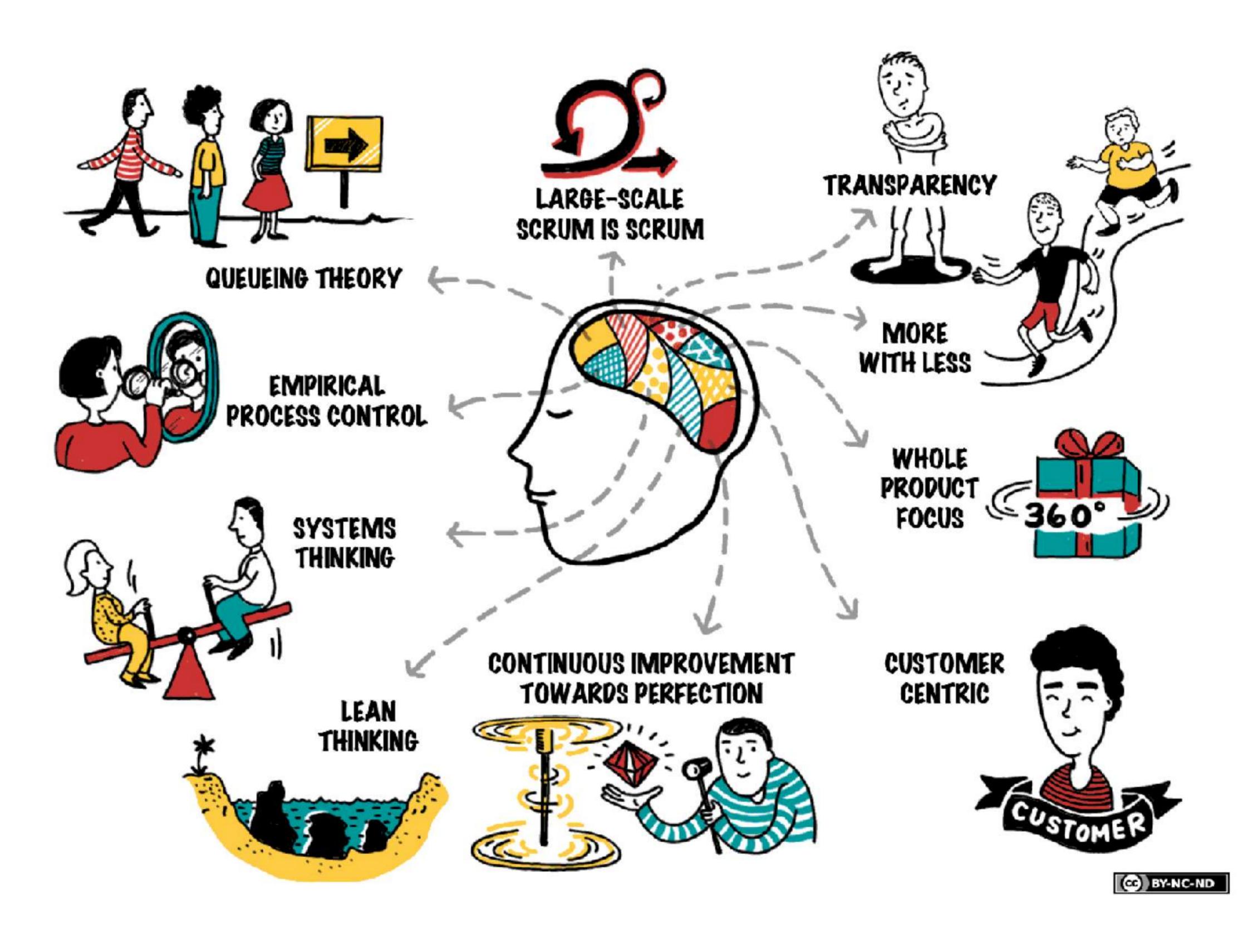
Fragmented Organization



Deliberate Learning Fearless Leadership **Batch and** Fragmented Queue Organization

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Adoption path

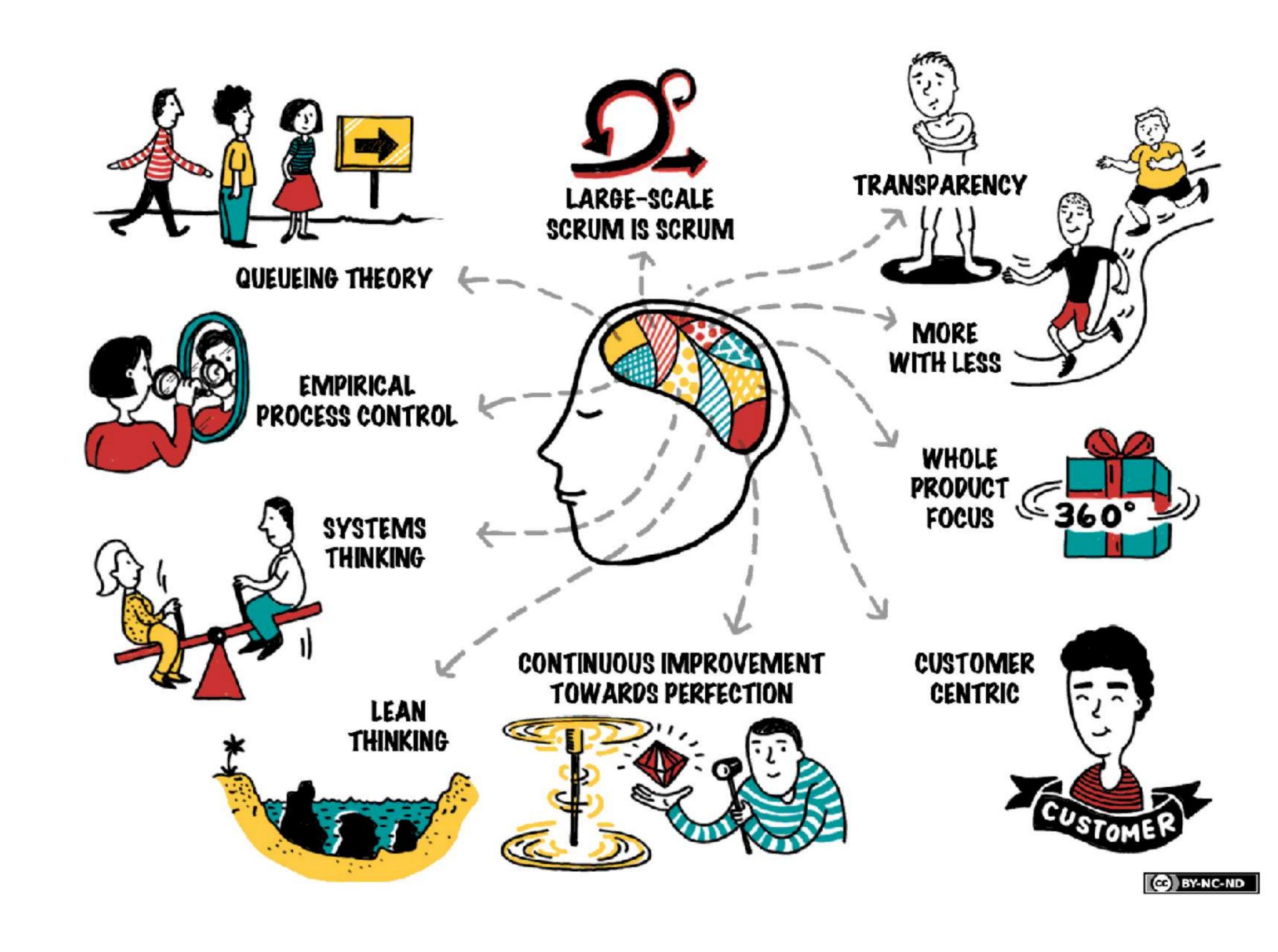


Deliberate Learning Fearless Leadership **Batch and** Fragmented Queue Organization

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Adoption path

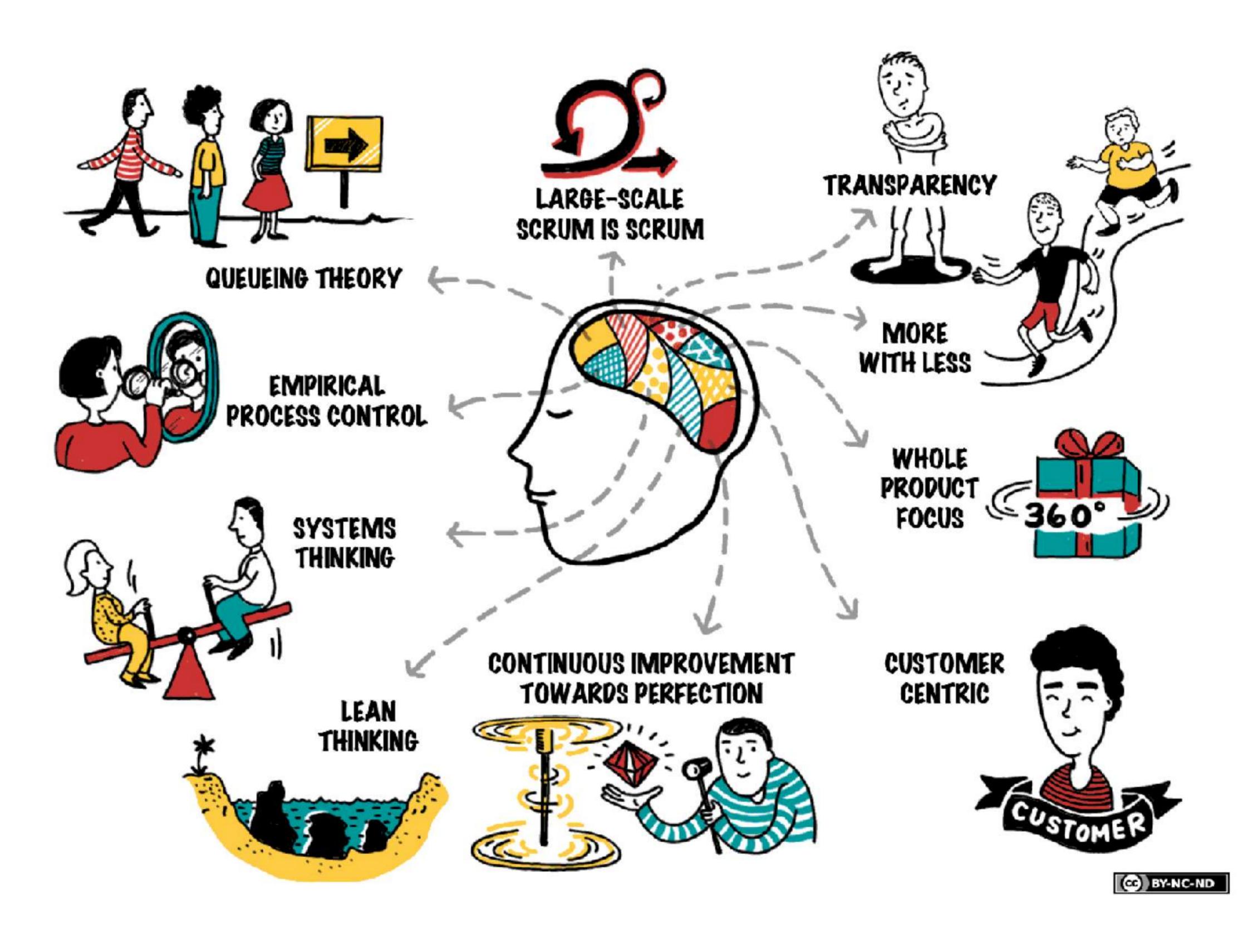
2. Organize for customer-centric learning



Deliberate Learning Fearless Leadership **Batch and** Integrating Queue Organization

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Adoption path

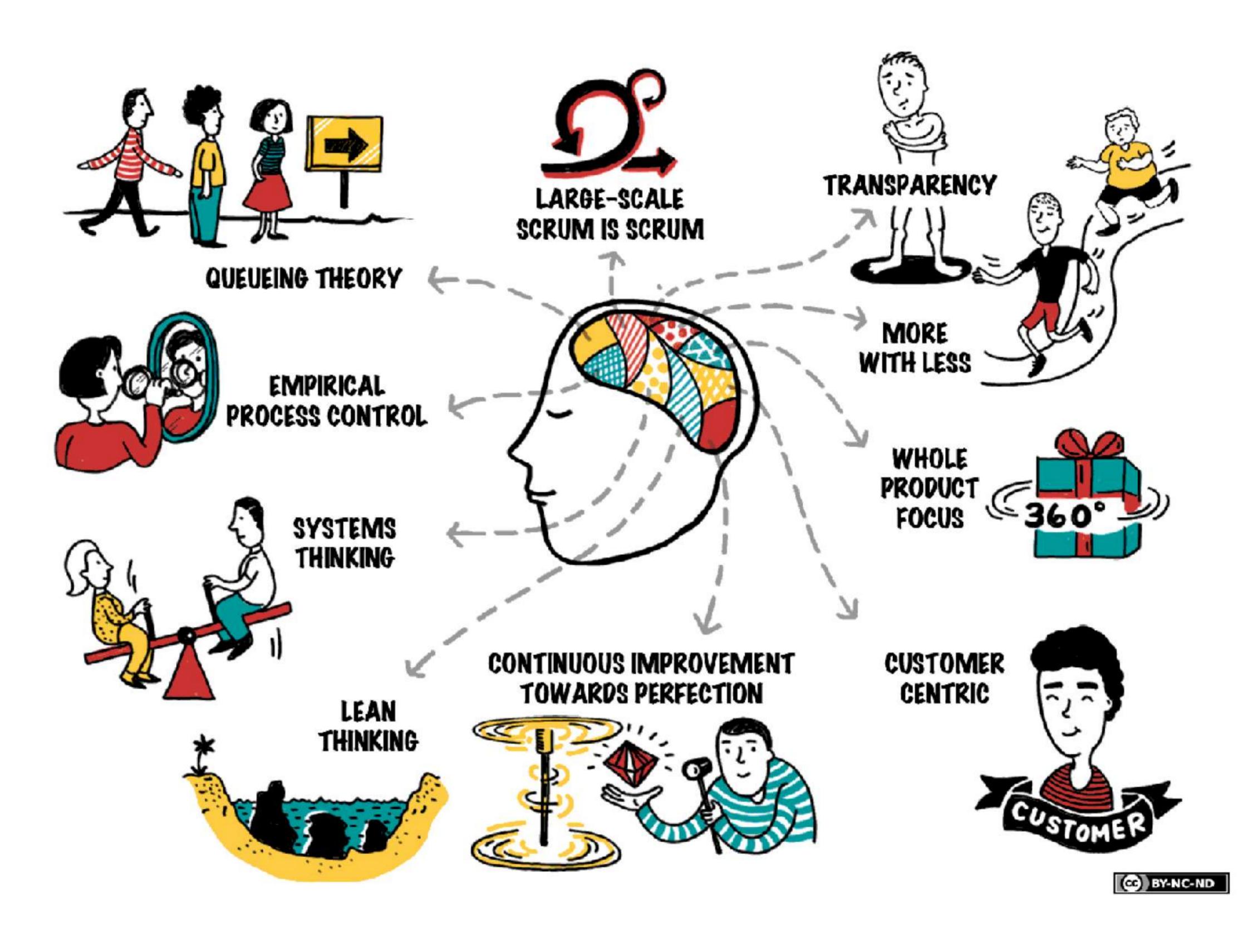




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Adoption path

Deliberate Learning eadership Integrating Organization



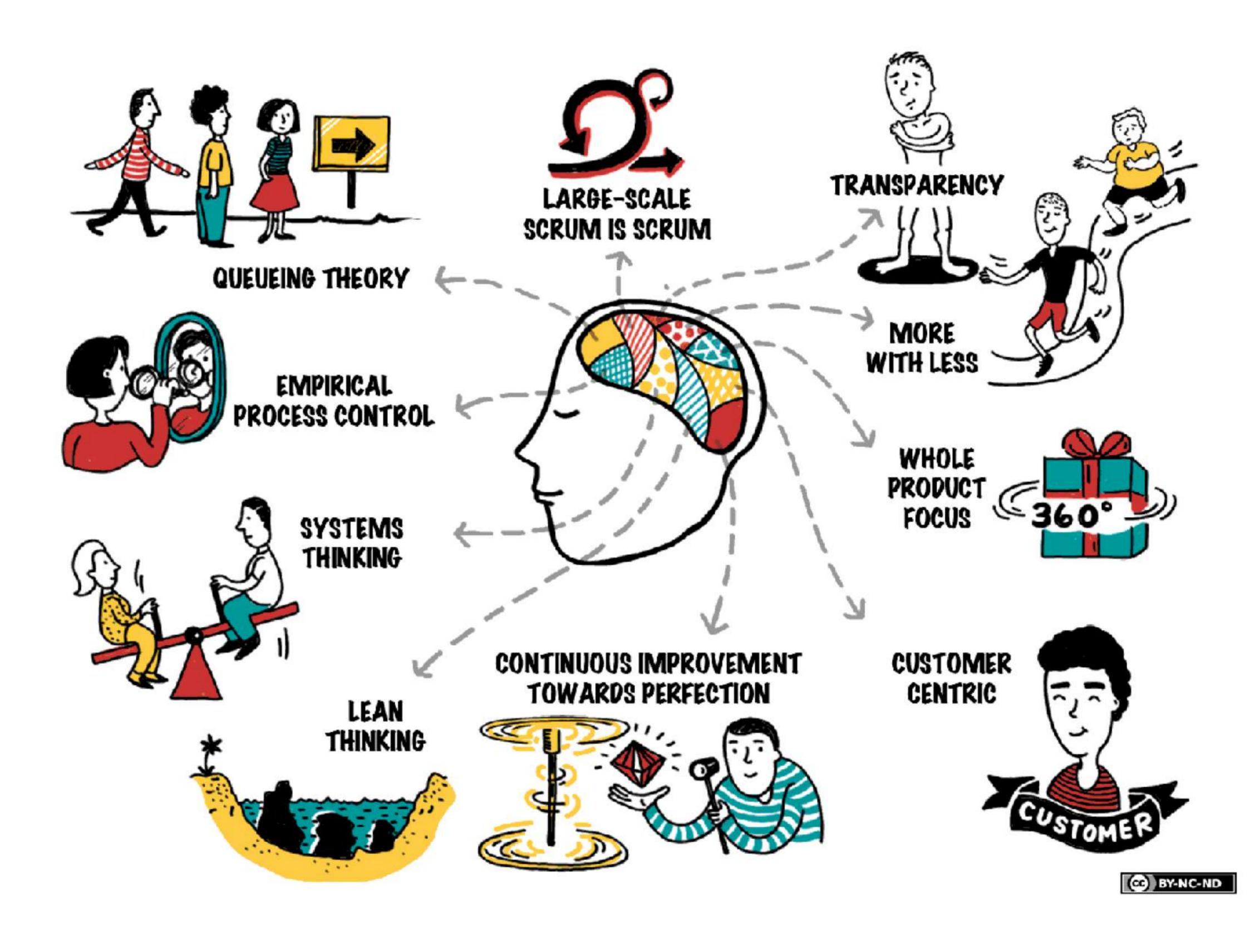
4. Learn forever

Flow of work and Feedback

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Adoption path

Deliberate Learning Fearless Leadership Integrating Organization



Deliberate Learning - Game changer



The system needs Mastery - Individual, Team, Organization





Fastest learner wins - Technology and business



Learning to learn - Platform for learning

A last star on Freedow on Sector as in succession in

Learning is our strategy.

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Ramping up Culture of Learning

Build culture of learning 1-LeSS structure 2-leadership

Learning is our strategy.

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Ramping up Culture of Learning

Build culture of learning **1-LeSS structure** 2-leadership



of leaders* with new culture.

* Every senior person is a leader.

Learning is our strategy.

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Ramping up Culture of Learning

Build culture of learning **1-LeSS structure** 2-leadership



of leaders* with new culture.

* Every senior person is a leader.

2) Effective



and act locally.

1) Coaching on-the-job learning

organizational improvement



Network of leaders are able to think globally



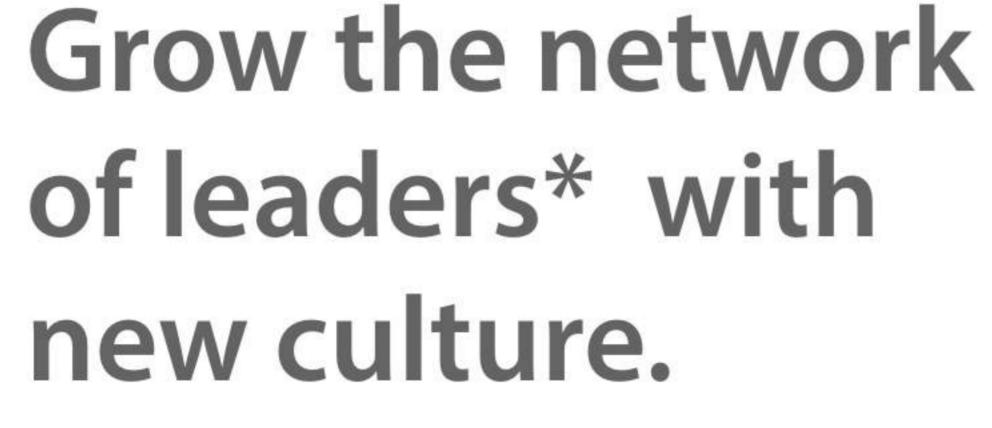
Learning is our strategy.

Change Leader **Training Program**

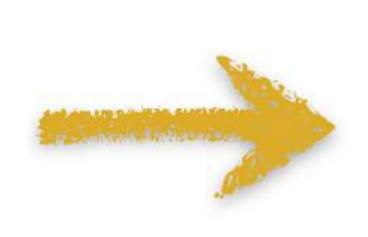
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Ramping up Culture of Learning

Build culture of learning **1-LeSS structure** 2-leadership







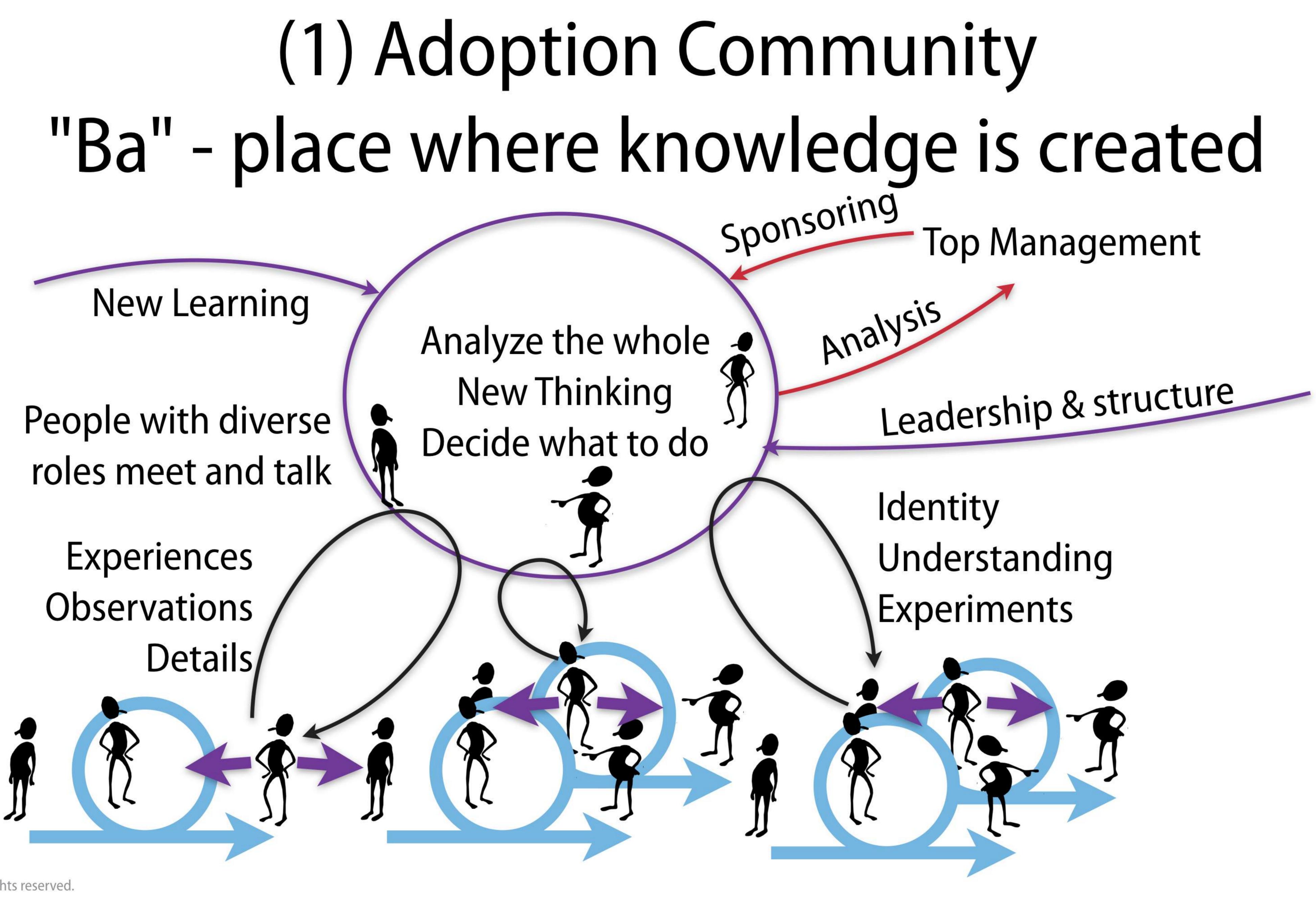
and act locally.

1) Coaching on-the-job learning



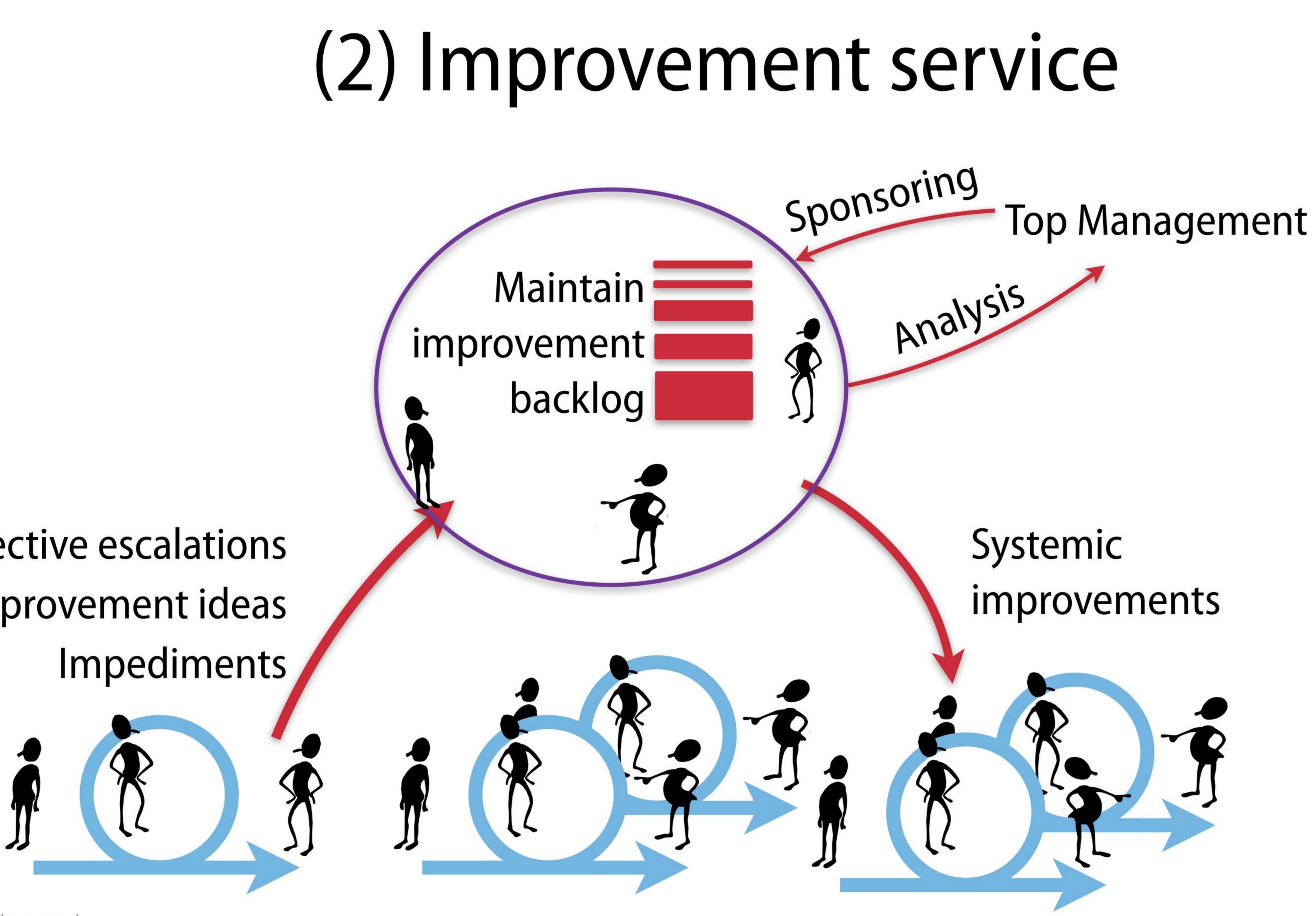
Network of leaders are able to think globally





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Retrospective escalations Improvement ideas



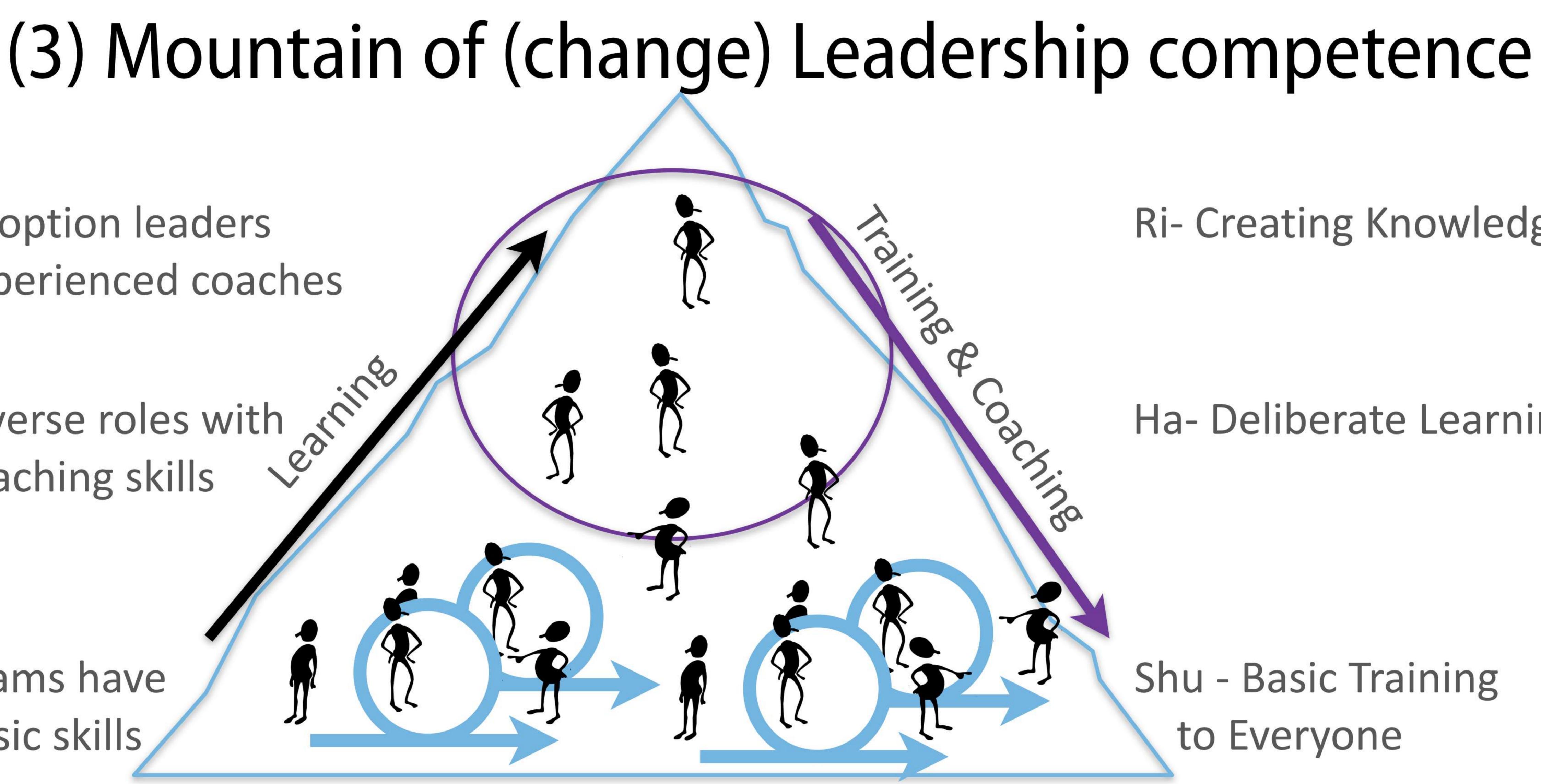
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Adoption leaders Experienced coaches

Diverse roles with coaching skills

Teams have basic skills

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Ri- Creating Knowledge

Ha- Deliberate Learning

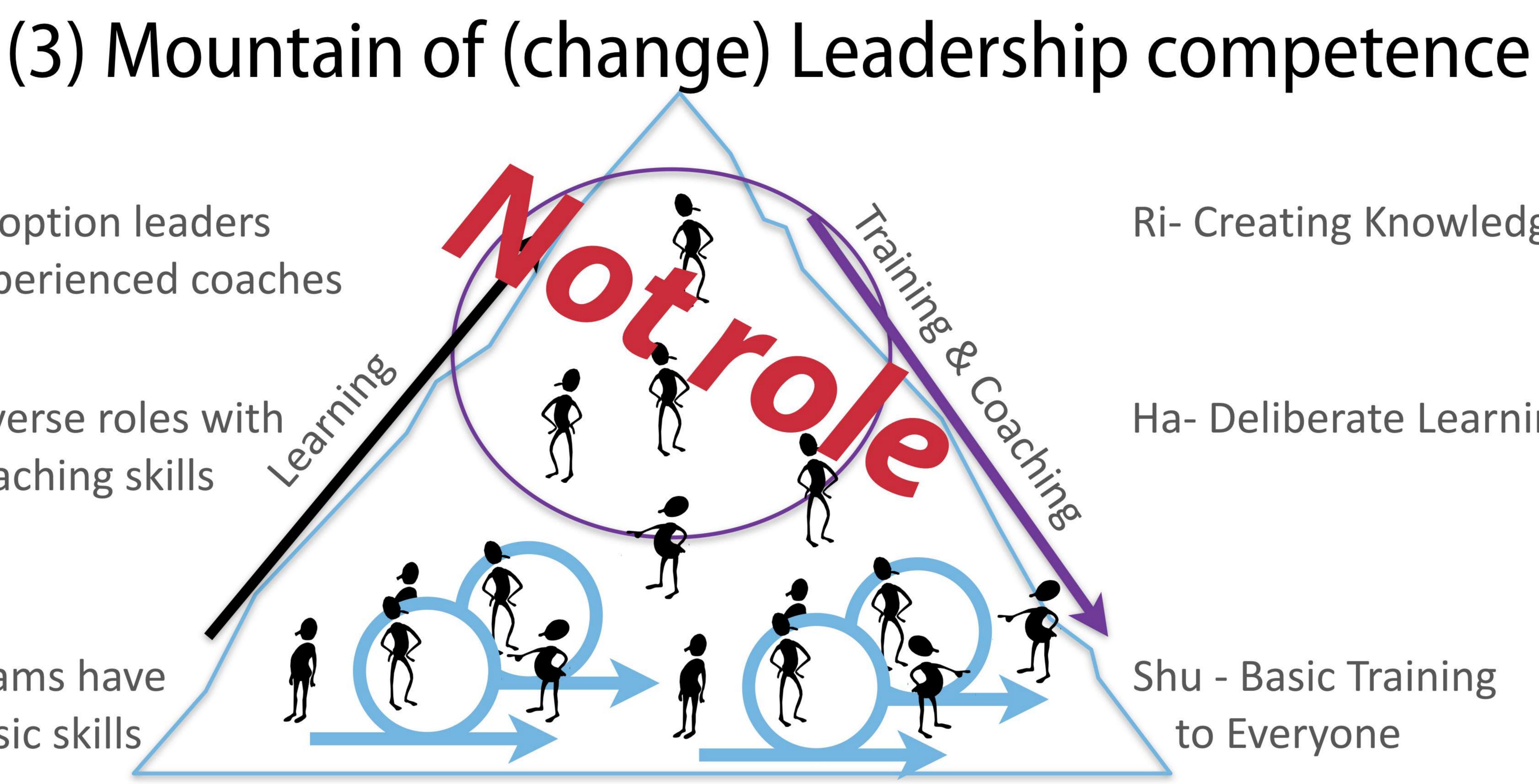
Shu - Basic Training to Everyone

Adoption leaders Experienced coaches

Diverse roles with coaching skills

Teams have basic skills

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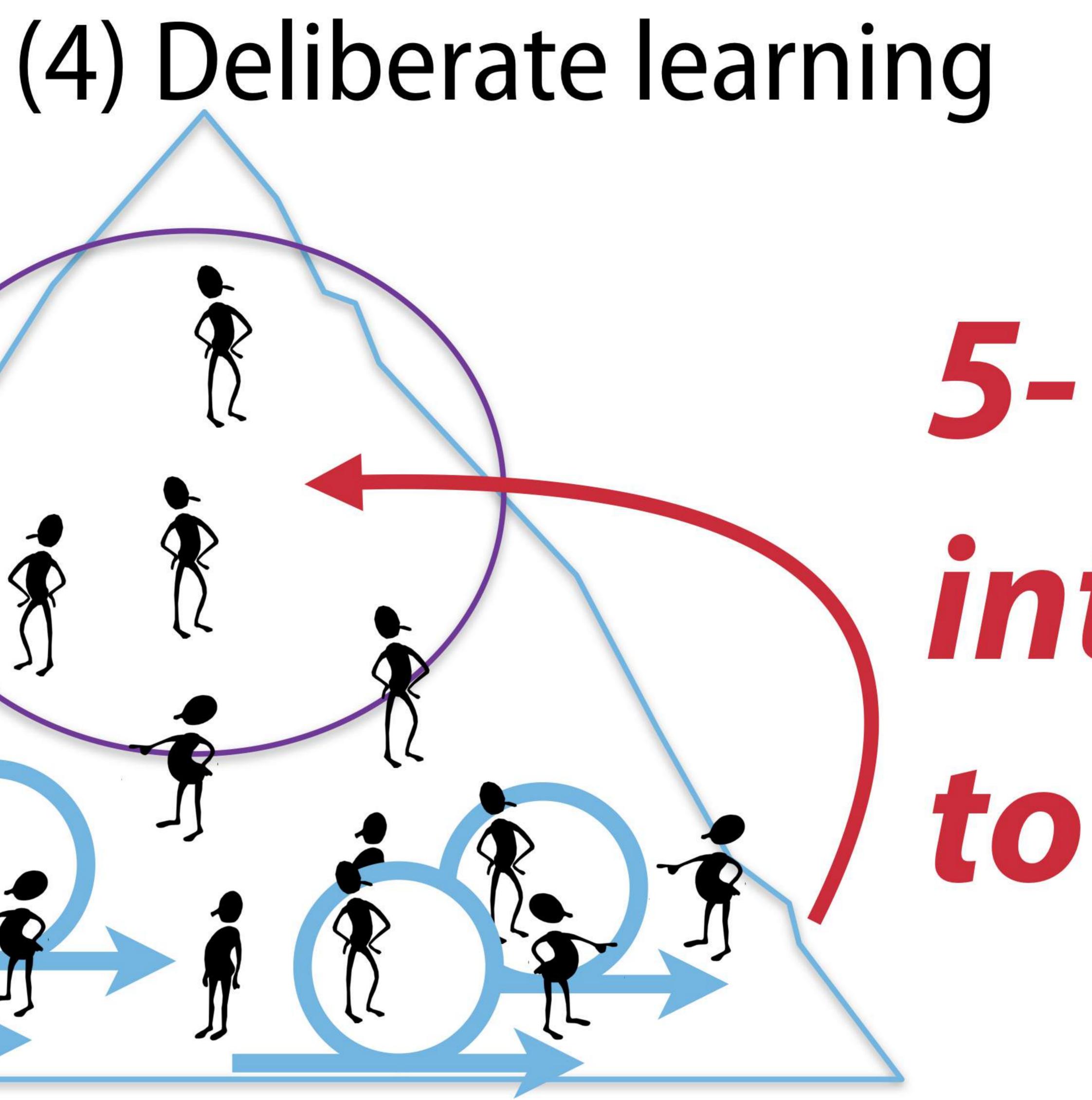
Ri- Creating Knowledge

Ha- Deliberate Learning

Shu - Basic Training to Everyone



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5-10 days Intensive



Leadership training learning program

- Experiential learning 1/3 new tools and thinking 0 1/3 analyze my organization 1/3 what will I change

Reflecting oneself, the training group and the organization. group dynamics

- Know yourself to know others • Unique opportunity to learn

- Voluntary capable participants
- Cross-role cross-org group
- Sponsoring by Top Management
- Work assignment for the training group and individual participants
- 5-10 off-site days

Example content for Leadership Program

Foundation 1 day -

- Sponsor's assignment
- Why & how this training
- Own workload
- Practice coaching dialogue and feedback
- Building this team
- Organizational culture first pass

Conflict 1 day

- Practising coaching and nonviolent communication
- Analyze conflict situations
- Country cultures
- Working with Storming teams

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Leading Team 2 days

- Empowerment case video
- Power and empowerment
- Hackmann's team Conditions
- Supporting team development
- Understanding Agile
- Complexity introduction

All modules

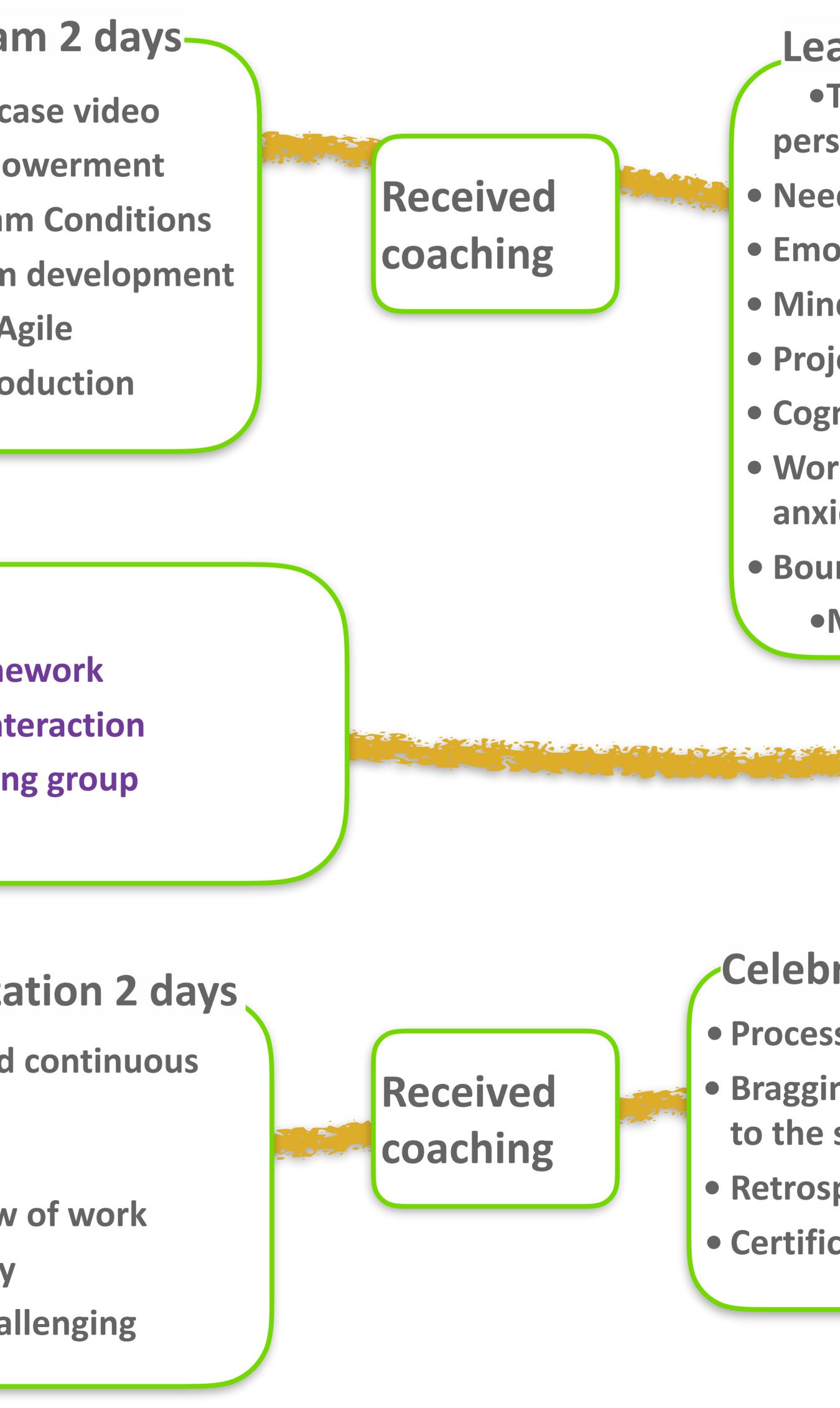
- •Work with group assignment
- Peer coach and analyze own homework
- Practice coaching dialogue and interaction
- Reflect the dynamics in the training group
- Analyze the organization



Received

coaching

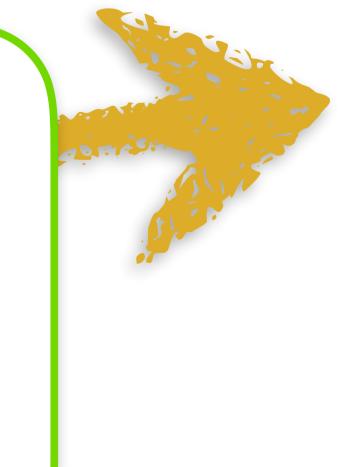
- Leading Organization 2 days
- Leading change and continuous improvement
- More Agile
- Controlling the flow of work
- Culture, Complexity
- Team Norming, Challenging



- Leading Individual 2 days
- •Team roles and
- personalities?
- Needs & feelings
- Emotional intelligence
- Mindfulness exercise
- Projection, Transference
- Cognitive biases
- Working with pressure, stress, anxiety
- Boundaries, Container, resistance
 - More coaching

Celebration 1/2 day

- Process the Ending
- Bragging about the results
- to the sponsors
- Retrospective
- Certification ceremony



https://less.works <u>http://video.coordinationchaos.com</u> <u>https://gosei.fi/blog/scaling-agility-or-bureaucracy/</u>



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Resources

Scaling Lean & Agile

Development

Thinking and Organizational Tools

Craig Larman Bas Vodde



